



Economic Action of DOVER

Our City of Opportunity

Vol. 1, No. 2 May 2011

Dover Economic Development Defined

by Dan Barufaldi, *Executive Director DBIDA*

The term “economic development” is used to mean many different things, depending on the context in which it is used.

In Dover, “economic development” is the name given to a number of separate activities all aimed at a common set of goals. These goals are established through an ongoing dialogue with the citizens of Dover to learn their priorities and come to a consensus on what Dover’s economic development activities and objectives should be. These include, but are not limited to, the following:

1. Business Retention: This activity reaches out to existing Dover businesses because they are having difficulty surviving, need help to expand, need assistance accessing credit or financing, or need help with their business model in adapting to changing market conditions. The goal is to retain the businesses and jobs we have in Dover. Since August, 2009, Dover’s unemployment rate has declined from 6.9% to 4.4%.

2. Business Attraction: Business attraction engages in activities designed to identify relocation candidate companies, developers, or start-up businesses, contact them, and make the best case with their management that Dover is the best place for their businesses and their families to be. This is done through a variety of ways including lead networks, advertising, association memberships, the Dover Ambassadors, and personal contacts. Contacts with local realtors and developers provide information on Dover properties for sale or lease.

3. Project Work: Project work assigned by the Dover Business and Industrial Development Authority Board and/or the City Manager concentrates development efforts on specific project areas outlined in the Economic Development Chapter of the City of Dover Master

Dover Economic Development cont. on p.3

Dover Partnership Takes Downtown Promotion Initiative

Tim DeKorne, *Vice Chair – Dover Main Street*

The Dover Main Street Organization has been asked to shape a new Downtown Merchants Promotional Campaign as part of a partnership formed to improve the economy in the Downtown Dover District. You will see a promotional campaign that reaches into regional homes and surrounding communities to bring more consumers to Downtown Dover. Through mutual partnerships between the Dover Business and Industrial Development Authority, the Dover Parking Commission, Dover Main Street and The Greater Dover Chamber of Commerce, the plan is in place to send a very strong message... “Shop in Dover, Eat in Dover, Be a Part of Dover, New Hampshire!” The advertising campaign is due to begin sometime in May and run until the end of July into August.

It will be composed of a number of marketing tools — from radio spots, direct mailers, *Foster’s Daily Democrat* newspaper inserts, and a large 15’ banner that will fly above Central Avenue in Downtown in front of Saint Mary Academy. There is going to be a big drive to bring more business to Downtown Dover. In addition, there are plans to ensure this campaign remains ongoing by way of Dover Main Street coordinating merchant meetings, and gaining support from Dover service organizations. There are plans on the horizon by Dover Main Street to expand operations into larger venues and events promoting the Dover District to other communities as well.

The “Great Recession,” a frigid winter that dumped pile after pile of snow on the district streets and sidewalks, along with a change in the parking system, has produced a “Perfect Storm” for the Downtown Merchants. The partnership has stepped up to be the ever so necessary light at the end of Central Avenue! The Dover Business and industrial Development Authority, the Dover Parking Commission, the Greater Dover Chamber of Commerce, and Dover Main Street have contributed funding to help to bring more people into Dover to do more shopping, eating, and enjoying fun activities. The merchants are excited to see this cam-

paign move forward, and many are preparing to coordinate their own marketing efforts and opening hours to coincide with the promotions.

Downtown has a huge variety of offerings such as: bookstores, hobby shops, jewelry stores, fashion merchants, salons and spas, specialty shops for musical instruments and instruction, printers, florists, billiards, cigar shops, drycleaners, computers and electronics stores, bakeries, coffee shops, a wine store, discount stores, a goodwill, yoga, gyms, museums, toy stores and let’s not forget the dining: Chinese, Italian, American, hoagies, area-renowned pizza, sushi, beautiful bars and lounges, breakfast venues, and dining on the many decks or riverside docks. Dover produces many events known throughout New England such as Apple Harvest Day, The Seacoast Irish Festival and many other events attract people to the historic downtown area as well.

The list keeps going and going on the things to do in the downtown Dover business district! People who are from the area know about Dover’s downtown, but are encouraged to discover more! Those who have never traveled into Dover will hopefully be persuaded to do so! A call to the Region... “*Shop in Dover, Eat in Dover, Be a Part of Dover, NH!*”

In this issue:

- Dover Economic Development Defined..... 1
- Dover Partnership/Downtown Promotion Initiative.. 1
- Planning for the Future..... 2
- Discover Dover’s Ambassador Program..... 3
- Talking Tourism..... 3
- Dover: The Education City..... 4
- Ten Things: In-Licensing Intellectual Property..... 5
- Quarter 2: Economic Development Report..... 6
- Quality Recreation Facilities Boost Dover..... 7

Helpful Phone Numbers & Contact Information

City Hall: (603) 516-6023

www.dover.nh.gov

Dover Business & Industrial Authority:

(603) 516-6043

www.dover.nh.gov

City of Dover Planning & Community Service Development Department:

(603) 516-6008

Greater Dover Chamber of Commerce:

(603) 742-2218

www.dovernh.org

Dover Main Street:

(603) 740-6435

www.DoverMainStreet.org

Southeast Economic Development Corporation of New Hampshire:

(603) 749-2221 or

(603) 749-2211

www.sedcnh.org

Economic Action of Dover

a quarterly publication

Published by:

the Dover Business and Industrial
Development Authority,
the City of Dover, and
local quarterly sponsors
Vol. 1, No. 2 May 2011

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www.dover.nh.gov

Economic Action of Dover

is produced by

Kent Creative of Dover, NH

(603) 742-0800

www.kentcreativeweb.com

Planning for the Future

by Christopher Parker, Director of the

Planning and Community Development Department

In Dover, land use and community development is administered by the Department of Planning and Community Development, which works with the Dover Business and Economic Development Authority and the community to preserve and shape a safe, sustainable, vital and well-planned City.

One principal function of the Department is to review plans as part of the efforts to facilitate development. In Fiscal Year 10, the Department reviewed and processed 200,000 square feet of building space and 100 lots/housing units. In addition to the ongoing review of plans, the Department has made great efforts to improve the review time turnaround and to work to streamline the permitting process so that a land owner, business or resident has a better idea of the time commitments they must make to develop their property. Some of this streamlining includes coordinating meetings with other staff, use of electronic communication and increased customer service opportunities.

Special Projects

In addition to day-to-day duties, the Department is involved with many projects throughout the City. These projects tend to cross department boundaries and need a holistic oversight, which the Planning Department can offer. The following is a small sample of the projects the Department is involved with:

Cochecho River Dredge

- The dredging is ongoing as part of a project to deepen the river to allow for larger vessels to come up the river.

Makem Bridge

- Construction began on the new vehicular bridge to span the Cochecho River connecting Washington and River Streets in November of 2008.
- The Makem bridge opened to traffic on July 30th, 2010, and has steadily seen an increase in usage as drivers look for more improved means to cross the City.

Riverfront Redevelopment

- The Dover Housing Authority's waterfront advisory committee continues to work towards a redevelopment scenario. In May of 2009, the LDA (Land Disposition Agreement) was signed by the developer and the City.
- Plans are expected for review in 2011, and a ground breaking is tentatively scheduled for 2012.

FastTrans

- COAST began to operate the downtown transit loop in December of 2008, a second route was added in March of 2009, and a third route was added in October of 2009.
- Ridership consistently expands and we were able to lower fares to match and increase that usage.

Community Trail

- The urban portion of the project has been open since

spring 2010, with amenities like the railroad bridge and Silver Street underpass completed in 2009.

A grand opening was held in November 2010.

- A rural portion of the trail exists along the Cochecho River parallel to Sixth Street. A parking area has been planned off Watson Road, where users will find a trailhead and a great place to fish and hike.
- The connections between the rural and urban portions of the trail are underway as well. The proposed section of the trail connecting Whittier Falls Way and the portion behind Liberty Mutual, underneath the Spaulding Turnpike have been designed and should be constructed in summer 2011.

Sustainability

- The Planning Department is overseeing the implementation of the City's contract with Johnson Controls to implement energy-saving infrastructure within City facilities.
- In addition, the Department is reviewing opportunities to inform the community about opportunities to encourage green living, these opportunities include:
- Developing a comprehensive approach to sustainability for the City of Dover through a Sustainability Plan that will serve as a tool and a roadmap for helping the City coordinate efforts, track progress, and focus energies on the highest priorities.
- Developing a Plan that considers actions that City operations could take to become sustainable in practice and improve conditions recognizing that the City needs to lead by example.
- Developing a Plan with strategies that move the community, businesses, developers, other agencies and the public in concert toward a more sustainable future and build momentum for such through a branded sustainability program entitled *Sustainable Dover*.
- Identifying strategic alliances, recognizing that many of the goals and strategies needed to create a more sustainable future cannot be accomplished alone.
- Developing a user-friendly Plan accepted and approved by the City and community that voices the will of the current community, while protecting the needs of future generations, and becomes the guiding document for future decisions and actions.



Dover Economic Development *cont. from p.1*

Plan, described in the previous issue of "Economic Action of Dover."

These currently include work on:

- Four City-owned parking lots to determine physical feasibility for infill project development in the downtown core
- Tuttle Farm preservation and transformation
- Hotel/conference center projects
- DownEaster ridership development

4. Parking System Development and Integration:

- Consulting services to the Dover Parking Commission on the downtown parking system development as it relates to economic development.
- Liaison with the Parking manager on metered parking issues and related business retention issues.

5. Tourism Development:

- Developing and coordinating the diverse interests contained in the Dover tourism community, including the integration and coordination of Dover museums, Recreation Department events, hotels, restaurants, retailers opening hours, etc.
- Initiating and facilitating the Tourism Stakeholders Group activities, promotions, event calendars, the Greater Dover Chamber of Commerce, Dover Main Street, tour groups, etc.

Many of us don't regard tourism as an economic development activity, but the weekend Recreation Department ice hockey tournaments and swim meets each bring in about \$300,000 outside dollars to our hotels, restaurants, and retail establishments per weekend event. The Children's Museum of New Hampshire brings in 130,000 visitors per year and the Woodman Institute Museum brings in several thousand more from all over the world. We are working to build our tourism anchors to make Dover a tourism overnight destination to add dollars and jobs to our community.



Discover Dover's Ambassador Program

by Douglas Dede, Ambassador Program Coordinator

How does the Ambassador program, part of the Economic Development office, work? A few examples can demonstrate:

While on a commercial airline, a casual conversation with an Ambassador disclosed that the individual was considering relocating his business from Ossipee, New Hampshire to Portsmouth, New Hampshire. He was asked "Why not Dover?" He knew nothing about Dover, but now he does, because his business card was sent to Dan Barufaldi, and as a result, he received the *Dover City of Opportunity* brochure.

In another instance, an individual with a furniture business located along the Connecticut River Valley talked to an Ambassador about the success of his company. Although Dover wasn't discussed at that time, his information was forwarded to Dan and the brochure was sent along with an invitation to look us over.

In another instance, a vacationer disclosed to an Ambassador that he had a strong relationship with a business owner in New York State who was disgusted with his tax situation. A brochure was provided for that individual.

Not one of those encounters resulted in a new business coming to Dover, but these three business people now know about Dover, and have food for thought for future ventures, and to share with others.

Salespeople know the relationship between the number of contacts and/or interviews to sales. It's a numbers game! Right now Dover Ambassadors' contact numbers are low, but as the project gains momentum, their efforts will eventually bear fruit for Dover.

Who makes a good Ambassador? Preferably, an Ambassador will be an individual who is outgoing, travels and has contacts with other businesses throughout New England, the United States and indeed, the globe. Such an individual often will come upon an opportunity to talk about Dover and New Hampshire's business climate, which is decidedly more conducive to business than the balance of our neighbors in the Northeast.

The *Dover City of Opportunity* brochure is a professional piece that showcases Dover's assets with photos as well as key information about our economic climate and our excellent quality of life. You can see the booklet at the Dover Public Library or on Dover's website.

While the brochure is impressive, the enthusiasm of our Ambassadors is the key ingredient to our future success. An Ambassador who is always seeking an opportunity to tell the Dover story is a great asset and it is that enthusiasm that best qualifies someone to join the Ambassador group.

HOW TO GET INVOLVED:

Contact Doug Dede by phone at: 603-516-1560 or by e-mail: d.dede@dover.nh.gov

Talking Tourism

by Carrie Eisner, Executive Director,

Dover Main Street

A diverse group of downtown Dover business representatives, owners, managers and key players in the community, have come together to form the Tourism Stakeholders Group. The stated purpose of this group is: *A community minded group of tourism-based industry representatives who come together to collaborate on what is happening in the downtown area of Dover, New Hampshire.*

Concentrating on:

- *Filling voids in calendars and not overlapping events/activities*
- *Disseminating information to each group and through their resources*
- *Bringing private and government representatives together to collaborate*

Representatives from Dover Business & Industrial Development Authority, Dover Main Street, Dover Recreation Department, The Children's Museum of NH, The Woodman Institute Museum, The Greater Dover Chamber of Commerce, the hospitality industry and interested community members are all currently part of this group. They have come together on a monthly basis for about six months now and each meeting has been filled with engaging topics related to tourism in Downtown Dover.

Recurring themes that keep coming up include how to encourage businesses to stay open later, how to attract more people to Dover, how to best promote the assets that downtown Dover has to offer, how to collaborate on existing and future events and activities, and overall, the best ways to keep Dover moving in a positive direction. Many solutions and suggestions come out of these discussions and this group hopes to grow the tourism aspect of Dover, New Hampshire.

Anyone who is interested joining the discussion about tourism in Dover is invited to attend the meetings held on the 3rd Tuesday of every month at 9:00am in the 2nd floor conference room at Dover City Hall.

Dover: The Education City

by James Amarra, Career Technical Center Director

The **Dover High School (DHS) Career and Technical Center (CTC)** has served area students for over 35 years. In New Hampshire, there are over 11,500 students enrolled in CTCs, which provide job-ready graduates, and help foster our local economy.

The **Department of Education** has reviewed and approved 13 different career majors at DHS. Carl D. Perkins Funding provides DHS with over \$160,000 to support these initiatives. Programs include **Animal and Equine Science, Automotive Collision Repair, Auto Mechanical Technology, Bio-manufacturing, Building Construction, Marketing, Computer Technology, Cosmetology, Electrical Technology, Culinary Arts, Licensed Nursing Assistant Courses, Pre-engineering Technology**, and a **Firefighting/EMT** course. Do these courses pay? Qualified sources indicate that for every one dollar spent on CTC's, Federal and State Governments will receive seven dollars back in Social Security, Medicare and Federal and State taxes.

The **Animal Science** program offers students learning opportunities that may lead to veterinary medicine, equine trainers, animal breeders, pet grooming, large animal handlers and many more. The Future Farmers of America (FFA) serve an important role in the area by providing opportunities to develop leadership skills and to demonstrate skill by competing in local, state and national events. The first year of our two-year program focuses on general animal care for small and large animals. Second year students choose between Equine Science and Animal Science II. This is in just one of five College Running Start (CRS) programs offered in the CTC.

The **Automotive Collision Technology Program** engages students in applying fundamental skills and basic knowledge related to automotive repair technologies. This hands-on and supportive experience gives students the opportunity to understand and directly experience the techniques, skills, adaptations and changes associated with the automotive repair industry. Upon successful completion, students receive National Automotive Technician Education Foundation (NATF) certification and are eligible for CRS Credits.

Biotechnology/Biomanufacturing is a two-year program for technically-oriented students who enjoy science and mathematics with a focus on Life Science. This rigorous honors curriculum provides students with the opportunity to develop Biotechnology and Biomanufacturing skills, concepts and practices that are current and research-based. Areas of study include Introduction to Biotechnology and Biomanufacturing, Career opportunities include Genetics, Microbiology, Instrumentation, Cellular Biology, Good Manufacturing Practices, Cell Culture and Electrophoresis. This program also receives CRS credits.

Building Construction students master construction skills using hand and power tools like those found in the

real world. Foundation layout, framing, insulation, dry-wall and finishing are all covered in the classroom and in the field. Projects include the upgrade and/or renovation of homes that are eventually sold to a local family. With the accomplishment of these skills, students receive their Ten-Hour OSHA certificate prior to graduation.

The **Business Management and Marketing Career** cluster includes courses that build an understanding of business and marketing theory, expanded computer skills, small business management, accounting, advertising, retailing and financial services. There are five pathways in this cluster, each according to the knowledge and skills required of selected occupations in Business Management and Marketing. Students also are eligible to receive CRS credits in Accounting OO and Microsoft Office Specialist Certification.

One of the more popular courses is **Computer Technology**. It prepares students for the A+ and Network+ certification exam. These are two international industry certifications that validate the knowledge of computer service technicians. Students focus on identification, installation, configuration and troubleshooting field replaceable components. Topics include micro-processors, memory, BIOS and CMOS, expansion bus, motherboards, power supplies, hard drives, CE and DVD media, printers, networks, and internet applicable to the Windows Operating System. Students are also eligible to receive CRS credits upon completion.

Cosmetology is a three-year program beginning in grade 10. The objective of the program is to acquire the skills and knowledge necessary to pass the New Hampshire State Board of Cosmetology Exam with a required score of 75 or better. To be eligible to take the exam, each student must have successfully completed 1,500 hours of instruction. Students are trained in the art of cutting, styling, coloring and waving of hair as well as the treatment of skin and scalp. Cosmetologists are not only hair-stylists; they are also highly trained professionals in a variety of areas in this evolving profession. They will also learn how to manage a salon, start a business and deal effectively with customers.

The **Culinary Arts** field is one of the fastest growing and most competitive industries both in the U.S. and worldwide. Trained food service professionals are needed in every sector of society including hotels, restaurants, bakeries, cafeterias, pre-prepared food services and specialized catering. Students learn how to handle and prepare food in a sanitary, safe and economical manner. Students are provided with an in-depth, hands-on education in all phases of food preparation, dining room management and menu preparation. Successful completion of this course provides a ServeSafe Certification, a National Certification required by the National Restaurant Association's Education Foundation.

Successful **Electrical Technology** students earn 144

hours of related instruction towards a NH Electrical Apprenticeship Certificate. Student apprentices in the Electrical Technology course learn to install wiring in commercial, industrial and residential settings. They learn the basics of electrical technology in the lab and then apply what they learn in other settings, including a residential construction project in collaboration with Dover's Building Construction program, which focuses on compliance with the National Electrical Code.

The **Licensed Nursing Assistant I & II** work under the direction of RNs and provide basic patient care and assistance with nursing procedures. In addition to preparing for the LNA I & II State Exams, students will have the opportunity to view and research the many opportunities associated with a career in Health Science. These include, but are not limited to, **Nursing, Nutrition, Medical Laboratory Technology, Surgical Technology, Emergency Medical Services, Medical Imaging** and more. LNAs typically have many patient contacts, as they are responsible for monitoring patient vital signs like body temperature, blood pressure and pulse. Successful students receive their CPRE, First Aid and AED certificates.

The **Pre-Engineering Technology Academy/Project-Lead-The-Way** program is a three-year sequence of honors courses, which, when combined with traditional math and science courses, introduces students to the scope, rigor and discipline associated with a career in Engineering. A Three-Tier approach focuses on Foundation, Specialization and Capstone courses. Successful students will have been exposed to principles of Engineering and introduction to Engineering design, digital electronics and computer integrated manufacturing design and development. Students can receive up to nine college credits upon successful course completion.

DHS's newest program is a **Firefighter Academy** (FFA) that provides students with a public safety core that includes experience and knowledge of a firefighter's responsibilities. At the end of year one, students receive their Firefighter I Certification. Year two includes 150 hours of **Emergency Medical Technician (EMT)** training, testing and clinical experience. Students who successfully complete this section are eligible to take the State EMT certification exam at age 18. In addition, FFA students who complete both years are eligible to receive nine college credits at a participating community college. Students are then strongly encouraged to continue their training at higher levels to reach a Firefighter II Certification and an Associate of Arts Degree.

Dover High School's Regional Career Technical Center also actively integrates its students by developing partnerships with local businesses through work experience, job shadowing and internships. The CTC also furthers a focus on utilization of Cooperative Education programs, each, according to individual student needs.

Ten Things to Know About In-Licensing Intellectual Property (IP)

by Lynn Garcia, President of Globe-Lynx Group and Anthony Perkins, Counselor at Law, Bernstein Shur

Open innovation was generally introduced in this column as a worthwhile approach in the start-up and growth of the business enterprise. While the concept can be easily understood, the real effort that becomes challenging to any business owner is in the details of execution and practice. Both in-licensing and out-licensing of intellectual property are significant aspects of open innovation and are central to discussions of how to use IP in an organization.

As in the title of this article, today's focus is on the in-licensing of intellectual property and 10 things to know about acquiring innovations for your business. On the surface, most of these points may appear obvious and common sense, however, it may be surprising to learn that many business people often overlook the obvious in the process of reaching goals. Ten points to consider are:

1. Setting strategy for acquiring IP and acting strategically. These are related, but the first is a map and the latter involves whether the map is being followed. It is important to constantly assess initiatives and innovations while rating their suitability for the business and its future. Having a formal written strategy that is communicated to management and key personnel is a worthwhile step to maintain continuity in the search for new innovations and where they will fit in a company. The strategy may include a specific technological area, dominating certain product lines or markets, widening or diversifying a customer base, reaching revenue targets, solving production challenges or addressing efficiency problems, among others.

2. Organize for acquiring new IP. People and how they operate within an organization can either accelerate or derail changes that come about through identifying and acquiring new IP. Depending upon how large a company is, there are benefits to naming persons, teams, or departments and outlining roles and responsibilities that

are relevant to the acquisition and assimilation of innovations.

3. Build a working relationship with a legal firm specializing in intellectual property. No one would recommend hiring an auto mechanic for the repair of a plumbing fixture. Therefore, no business should negotiate and write licensing agreements without the expertise of a law firm that has an IP specialty.

4. Have a basic understanding of a licensing agreement. A licensing agreement will cover both the licensee and the licensor. It is necessary to gain an understanding of the elements of a legal document that will be negotiated and written to meet the needs of each party. Some of these elements are provided in points 5 through 8.

5. Be able to identify the "Specification of IP Asset". As a business evaluates and contracts for the use of a third party's intellectual property, it is critically important to specify the asset or technology to be licensed (software, hardware, entire computer system, formula, design, etc.) and the intellectual property rights (copyright, patent, trade secret, trade mark) protecting that asset or technology. Any failure to set forth these specifics will create the risk of a much narrower set of use rights than originally anticipated by the licensor and licensee.

6. Understand the "Authorized Uses." The licensor will also want to be very clear and comprehensive in covering the uses of assets or IP that will be authorized under the license agreement. Unless expressly authorized, most license agreements will reserve to the licensor all remaining rights and uses for the particular asset or IP. These specifics should include the geographic territory, the industry or market, and the rights to use, modify, develop improvements or derivative works and related matters. The license should also include specifics on whether the licensee



will have the "exclusive" right to such uses and markets or whether others, including the licensor, will have those same or similar rights.

7. Be clear on the "Confirmation of Licensor Rights." All IP licenses of this type should include clear and comprehensive representations and warranties from the licensor regarding its ownership of the IP involved and confirm its rights to grant the licenses provided. There should also be a corresponding indemnification provision obligating the licensor to defend and indemnify the licensee against any claims, damages, liabilities, expenses and/or costs arising due to breach of this particular representation and warranty.

8. Know about the "Ability to Assign Rights." The license should provide the licensee with the right to assign or transfer the rights and interests granted under the license to any buyer, merger partner or successor to the licensee. Without such rights the license can terminate upon a sale, merger, or corporate reorganization of the licensee, thus destroying the value of the license and all of the development and commercialization time expended by the licensee.

9. Conduct IP searches for exploring licensing opportunities. Though there are many resources to locate new innovations and intellectual property, it requires some tenacity to sift through the listings posted on various websites. There are treasures in the mining of this information, however. In addition, searches can be narrowed and refined through search tools and through third party assistance. Many search services are quite inexpensive if a technology or IP has a narrow focus.

10. Be open to open innovation. All shapes and sizes of businesses can utilize the in-licensing of IP to meet many needs whether the business is technology oriented or in basic manufacturing or services.

The legal subject matter of this article was contributed by Anthony E. Perkins of the Portland, Maine law offices of Bernstein Shur.

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DOVERTECH™



Business Growth Through Technology Transfer

Quarter 2: Economic Development Manager's Report

by Dan Barufaldi, *Economic Development Director*

1. Sector Review:

Retail: Retail sales began to improve at the beginning of the quarter, but gasoline prices have both curtailed shopping trips and removed shopping dollars from pocketbooks. Gasoline volume sales are off, but gasoline sales dollars have exploded. Unemployment and fear of unemployment remains a spending deterrent as unemployment rates hovered minimally above and below projected levels although overall employment increased slightly. Dover unemployment decreased slightly from 4.5% to 4.4% as national unemployment rose from 8.8% to 9.0% versus the previous month.

Restaurants: Fast food sales are up moderately. Other breakfast and lunch sales continue at slightly improved levels. Dinner sales at higher end restaurants started to improve, but have since flattened as gasoline prices rose markedly. Some hours of restaurant operation have been cut.

Hotels/Motels: Sales activity is highly location sensitive, but continues to be off significantly overall. Week-end sales remain scarce as fuel costs deter travel. Our downtown hotel continues to record high occupancy levels, but at slim margins.

Services: Financial services continue to improve. Services connected to project work are off markedly. Foreign travel has been hit by the soft U.S. dollar versus most currencies and the rising fuel costs raising air fares and cruise prices. European travel has improved slightly as the dollar strengthened against the Euro while softening versus the Yen. Cleaners, and cleaning services sales, remain soft but are now stabilizing. Software sales are rising steeply. Educational and healthcare services continue to grow.

Construction: Some residential construction improvement is evident. Commercial activity exists, particularly in building rehab, but continues to be focused on bargain hunting. Lower rehab costs for existing commercial/industrial buildings and lack of financing availability continues to make new construction scarce. Construction financing is beginning to loosen up, but with higher down payment and balance sheet requirements, and slightly higher interest rates offered.

Manufacturing: Remains in decline nationally, even as inventories are depleted, but New Hampshire manufacturing is experiencing a slight strengthening in DOD and high tech sectors. Electronic assembly is experiencing an uptick with rush delivery requests common. Food manufacturing and electronic recycling are showing moderate growth signs locally. New car sales have improved slightly, except for Toyota (earthquake/tsunami-related parts shortages) Low-cost lease rates offered are beginning to move accumulated inventories. Some moderate bright spots exist at specific brand outlets like Ford, GM, Hyundai, and VW.

Healthcare: Still in a growth mode, but uninsured unemployed patients are slowing that growth. Medicare/Medicaid payment uncertainty and the political/economic quandary of healthcare reform/ insurance programs and resistance to rising medical care costs will delay some expansions. Doctor, dentist, and hospital visits are off and emergency room activity is exploding as health insurance is often lost due to unemployment.

Commercial Real Estate Space: A large unused office space inventory continues to drive prices downward. Lower-cost mill space is doing better than higher-cost mill office space currently. The WDH Exit 9 Medical Practice Building is now fully occupied, releasing office leased space near the WDH main campus that has not been filled. WDH has removed one floor from their main campus expansion plans. One of our major mill spaces is only 49% occupied, but has gained three tenants this month. Lack of proximate parking remains a serious deterrent. We are working with the Cocheco Falls Mill to use COAST busses to reduce their parking lot shuttle costs as well as more permanent parking solutions.

2. Local Business Retention Contacts:

Real Estate Agents: Commercial agents contacted all have high inventories, but improving sales, and expect that commercial real estate, long in decline, is showing some signs of improvement, following residential real estate by about 18 months on average. Recent flurry of interest in our Enterprise Park parcels by three firms.

The others have either postponed any move to conserve cash in a slow and uncertain economy or are looking for less expensive approaches through rehabbing existing older buildings or buying a foreclosed property. Two Crosby Road properties are now for sale. Developers/Builders: A lot of rehab of leasable office space, manufacturing, and warehouse space is underway, including the Goss Building, Moore Building, Collins & Aikman and Prime Leather. More new office/warehouse leases are being sold at this time, but space is being leased at reduced prices to gain long-term commitments. A new 100,000 sq. ft. distribution center building on Rt. 155 is being contemplated by a current resident Dover company and is continuing to move forward.

Mills: Call center space is still not leased to a new tenant. Lack of on-site parking is a continuing problem. Other mill space has been taken as a children's toy store on the ground floor opposite the Children's Museum. A new 30,000 sq. ft. tenant looks promising in a mill.

Another Mill now has less than 12,000 sq. ft open. This space will now be used as an event hall with a commercial kitchen to be installed.

Downtown: A bar owner with two locations in Mas-

sachusetts is moving into the Barn Tavern in Dover for a third location. A farm/nursery store is looking at a move to leased space in Dover after a sale of currently owned property. Two downtown lease spaces are open currently, another is now newly occupied by an architectural/ design firm. The new downtown metered parking deployment is expected to free up curbside spots for business customers. Credit card companies and banks have cut or eliminated the credit lines traditionally used by small business people to bridge seasonal and/or receivable/payable time lags. Other SBA loan programs are being accessed, as these are now more available through local/ regional banks and are more likely to be able to respond in time. A new Federal stimulus program aimed at providing credit to small businesses through the SBA has been announced, and local banks finally have enough details on the program to start lending at this time. Dialogue with the Dover Economic Loan Program Administrator has been ongoing. A few downtown businesses with limited resources, heavy debt loads, old business models and low adaptability have now closed. Small retail businesses that have been hanging on waiting for the economy to improve are in danger of running out of cash and credit reserves despite the slight lift in economic activity.

3. Unemployment: (A technical change in the NH Employment Security statistical process has skewed recent NH unemployment percentages marginally higher vs. previous reports, including history).

Dover: Currently at 4.4%

Portsmouth: 4.1%

Rochester: 5.2%

Somersworth: 5.4%

Manchester: 5.7%

Concord: 4.8%

New Hampshire: 5.2%

Maine: 8.5%

Massachusetts: 8.2%

Rhode Island: 11.5%

Vermont: 6.0%

New England: 8.4%

US: Currently at 9% as reported by the US Labor Dept. 9.2% as now reported by NH Employment Security, Dept., Economic and Labor Information Bureau.

4. Incentive Activity: ERZ Districts (5) Progress: Four new businesses so far have moved into ERZ locations in Dover. ERZ District availability has positively influenced four move-in companies to date representing just under 200 jobs. Two new ERZ Districts on Sixth Street (including Enterprise Park) and Mast Road have passed all application requirements from the State and have been approved.

5. Outreach/Attraction: Enterprise Park: Two companies are currently putting their paperwork together

Quarter 2 cont. on p. 7

and exploring building designs and costs for 25,000 and 40,000 sq. ft. buildings, respectively in the Park. Dover ERZ benefits are being considered.

Goss Building: A new wind turbine assembly company (Goss) is scheduled to move into the Goss Building shortly. Employment numbers are not yet set, but 20-25 employees is the most recent estimate.

Industrial Park Drive: Leased space at 117 Industrial Park Drive is being considered by a Massachusetts firm in the alternative energy field. 48,000 sq. ft., 25 employees.

Crosby Road Industrial Park: Three commercial condo's (10-14 Crosby Rd.) are being considered by two small businesses. A paving company is looking to lease or sell their Crosby Rd. location building and property.

6. Public Activities:

Regional Business outreach Mtg. DRED

Business meeting/ Enterprise Park

Hazardous Mitigation Planning Mtgs. (3)

Skyhaven Marketing Committee Mtg.

Skyhaven Advisory Board

Parking Commission Meetings (2).

Government Affairs Committee Meeting-Chamber

Quarterly newspaper meetings (3)

Tourism Stakeholders meeting (2)

DBIDA Board meeting

NHCIBOR Quarterly meeting, Bedford, NH

Hospitality Industry/Tourism Meeting

Monthly Networking Leads Group 2nd Tuesdays

City Council meetings

Office Interiors contact

Development Issues Meetings/Planning

TRC Meetings (2)

CIBOR Seacoast Marketing Meeting: Pease

Parking Lot Bid Meetings (3)

Master Plan Meetings/ Planning

Master Plan Presentation/ City Council

Land, Sea, Space Center Meeting

Strafford Regional Planning Meetings

NH Economic Trends Seminar

Mill parking/Coast Bus line Meeting

Citizen/Business of the Year awards Banquet

Master Plan Economic Development Meeting/ Fosters

Taste of Dover

Legislative Reception

DBIDA Chair Meeting

PCA Campus Walk

Chamber Parking Meeting

Merchants Parking Issues Meeting

Waterfront Development/LSS meeting

Merchants promotional meetings (3)

Meetings with Realtors/ Developers (6)

DBIDA Budget meetings

Economic Action of Dover production meetings (3)

Quality Recreation Facilities Boost the Dover Economy

By Gary Bannon, *Dover Recreation Director*

The City of Dover is unique in that we have a great assortment of high quality recreation facilities. Many communities do not have municipally-owned and managed recreation venues and very few have one or two. Dover is fortunate to have an indoor pool, and Olympic-sized outdoor pool, a twin-sheet ice arena and full-service community recreation department with a fitness center.

All of these assets bring a tremendous value to Dover's quality of life as they offer convenient and affordable options for personal and family recreation and fitness needs.

This level of quality and selection of recreational facilities draws thousands of people per year to the City of Dover. Many of these non-resident patrons and guests travel to Dover on a daily or several times per week basis to participate in programs that are run by the Dover Recreation Department or to use the facilities. This regular use has tangible benefits to the local businesses as these visitors take advantage of the convenience and selection of shopping and services available in Dover.

An additional benefit to the local economy occurs when the Dover Arena hosts a hockey tournament or the Jenny Thompson Pool hosts a swim meet. These venues are unique as they are designed to run these events and attract people from all over the Northeast. These people stay in Dover hotels and eat at restaurants and shop in Dover during their three- to four-day stays.

Industry statistics verify that a typical family will spend \$500 over the course of a three-day stay in an area. A typical hockey tournament hosted by the Dover Arena brings in 32 teams with 15 players/families per team. If they spend an average amount of money, then approximately \$240,000 is pumped into the economy in one weekend by the event. The Dover Arena typically has three of this size or larger tournaments each year.



The Jenny Thompson Pool is the only Olympic-size competition pool north of Boston in the northeast and it hosts up to five major regional swim meets each summer. These meets bring thousands of participants and their family members to Dover over the course of the season. This translates into the same economic impact as the hockey tournaments with local hotels, restaurants and businesses benefiting from this new clientele.

The overall benefit that the recreational assets bring to the community is two-fold. First, area residents have convenient access to facilities and programs that many others must travel miles to enjoy. Second, they benefit from the major revenue stream that comes from the visitors who are drawn to Dover because we have these facilities available. One of our hockey guests from Massachusetts with an outsider's perspective said it best. He said "Dover has the package" that makes us attractive as their recreation destination.



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